



TRAINING PLAN

UPLIFTING ADOLESCENTS PROJECT

GENERAL LIFE OF PROJECT (REVISED) & 1999-2000

UAP

UPLIFTING ADOLESCENTS PROJECT

The UAP is managed by **Development Associates, Inc.**
in collaboration with **Hope for Children Development Company, Ltd.**
under **Contract No. 532-C-00-96-0234-00**
on behalf of **USAID/Jamaica**
and the **Youth Division** of the **Ministry of Local Government, Youth and Community Development, Jamaica.**

Summary and Introduction

This Revised Training Plan for the Uplifting Adolescents Project is prepared after two years of implementation of the original Plan, which was submitted in October 1996, as one of the contractual obligations of Development Associates, Inc. The original Training Plan put forward proposals and a structure for training over the life of the project, and included specific details for the first year of the project: December 1996 to December 1997. Further specific details for the 1998 project year were subsequently developed and submitted to USAID.

As the first two years of implementation of the training program neared completion, an assessment of UAP-sponsored training was planned and undertaken by Development Associates in October-November 1998. Development Associates and USAID/Jamaica agreed to include as a performance award criterion for the July to December 1998 period, that one of the consequences of this assessment would be the preparation of a revised training plan.

While the preparation of this Revised Plan is prompted by the completion of the Assessment, it is further informed by the wide feedback received from participants at UAP training workshops. Indeed, it is appropriate to note that many of the findings in the formal Assessment had already been brought to the attention of UAP management, through the evaluations completed by training workshop participants, and the continuous interaction between the Training Coordinator and NGO Staff, especially on project site visits.

The Assessment report was prepared on the basis of extensive data collected from managers, service providers and administrative staff of Sub-Grantees who had benefitted from UAP-sponsored training in the first two years of the project. In addition, the participant evaluation reports from 13 workshops conducted in 1997 and 1998, and from the series of workshops conducted by the Jamaica Institute for Management (JIM) in 1997, on behalf of the UAP, were consulted.

The Revised Training Plan essentially enhances the original Plan submitted and approved in 1996. Many of the components of the original Plan do not require amendment, and in fact some activities which were proposed in the original plan, but which have not yet been implemented remain important. These have been slated for attention in the final two years of implementation. Essentially, the components of the Revised Plan continue to balance needs in institutional strengthening, capacity building, improved organizational sustainability, and upgrading/strengthening the technical skills of Sub-Grantee staff to better deliver the program to at-risk adolescents.

The UAP will also not abandon use of innovative methodologies to motivate at-risk youth. The Revised Training Plan continues to emphasize the stimulation of new approaches to delivering interventions to the youth. Two workshops, implemented in 1997 and 1998, on integrating the performing and visual arts into program delivery, were extremely well received, and the methodologies have proven to be very useful vehicles for attracting and retaining the interest of youth in the programs for adolescents. Further strengthening in these areas will be promoted by the Revised Plan.

The main change to the original plan, which this revised plan will implement, is in the mix of delivery methodologies. Whereas the original plan utilized mainly training workshops at central sites, this methodology will receive less emphasis in the next two years, as more effort will be directed to in-house technical assistance, and use of more specialized training delivered by dedicated training agencies at remote sites. UAP will utilize sponsorships for specialized training, a mechanism used successfully in 1997 to provide computer software training to seventeen Sub-Grantee staff, to greater effect in the next two years.

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Uplifting Adolescents Project

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BACKGROUND

A. Goal and Purpose of the UAP

The *Uplifting Adolescents Project* (UAP) has the goal of “*establishing smaller, better educated families with particular emphasis on the poor.*” The project’s purpose is “*to improve the social and job skills of Jamaica’s at risk youths (age 10 - 14) on a sustainable basis so they may become more responsible and productive citizens.*”

The Training Plan for the UAP is the implementation plan for the realization of Output #1: Strengthening the NGOs. Successful accomplishment of this output will see the NGOs having:
improved their managerial capabilities;
improved or expanded their program capabilities and delivering packages of services to adolescents; and
successfully applied for UAP sub-grants.

This output focuses on the management capabilities of NGOs and aims to improve the sustainability of those organizations beyond the life of the UAP. The USAID Contract with Development Associates established a target of 715 person weeks of training to be delivered to the NGO leaders and staff through the local training program over the life of the project.

B. Summary Results : Implementation of the Training Plan, 1996 to 1998

UAP has followed an intensive training schedule over the last two years. Thirty three (33) training events have been implemented in that period, with an aggregate of 830 participants. Most training events have been held over two days’ duration, with one for four days, and another for five days. The training programs in Administrative Methods, implemented in association with the Jamaican Institute for Management, both utilized ten training days.

To date, 351 separate individuals, staff and volunteers from 41 organizations, including the 15 UAP sub-grantees and the Youth Division of the Ministry of Education, Youth and Culture (and later Ministry of Local Government, Youth and Community Development), have benefitted from the training program implemented over the two years. Many of these participants have attended multiple workshops. All workshops have been uniformly well received, with high praise coming from the participants. All have included development of teaching techniques which has been well appreciated by the NGO instructors.

Compared to the contracted 715 person weeks of training to be delivered over the life of the UAP, it is estimated that some 330 person weeks (46%) have been delivered in the first two years of the training program. The Schedules of Training Events for the two years are shown at Appendix I.

The training program started formal delivery operations in December 1996 with the first Proposal Development Workshop at which 8 NGOs participated. Two further Proposal Development workshops were held in April and October 1997. A total of 23 NGOs attended the three workshops. Fifteen of these NGOs are now approved Sub-Grantees of the Uplifting Adolescents Project.

The Training Program to improve NGO management capability was launched in January 1997 with a six module course in Administrative Methods delivered by the Jamaica Institute for Management (JIM) over a ten day period stretching from January to April. The modules of this program included such topics as Administrative Management, Volunteerism, Financial Management for NGOs, Documentation Systems, and Program Planning. The Training Program at this time was open to all the NGOs which had participated in the institutional and technical assessments done by the UAP in 1996, thus for this

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workshop and for all those implemented up to June 1997, some 20 organizations including the Youth Division, were regular participants. Most organizations were permitted to send two representatives to each workshop.

Part II of the Administrative Methods Course at JIM was held in October and November 1997, again over ten days, but with only the twelve (at that time) awarded UAP sub-grantees in attendance. Only three modules, instead of six, were implemented this time around. The three modules emerged from a consensus among NGOs that their weakest areas were in not having manuals in Personnel Policy, Accounting, and Case Management. These manuals were the output of the three modules, and reflected the guidance of the course instructors, and the input of the participants. NGOs now have basic templates of each manual which can be modified and customized to suit their own organizations.

In April 1997, an innovative training course, “Motivating Youth through the Performing Arts” was implemented over five days. Over 50 NGO representatives attended this intensive program, which went over the scheduled time on all five days, without complaint from the participants. This workshop culminated in a two hour presentation by the course participants, presenting skits, poems, dances etc which they had developed over the five day period. All of the material presented exemplified one or other aspect of the four UAP technical components.

Further support to the NGOs in this area was provided through the Drama and Theatrics workshop in June 1998. This workshop was very participatory, and the NGO instructors worked on and refined six scripts of skits in the four UAP technical components. On both days of the workshop, they performed these skits, which were video-taped, and participants were provided the opportunity to review their performances with the Course Facilitator, for areas of improvement. The NGO Instructors now have not only the six scripts, but a stimulated ability to develop and present quality and appropriate material in collaboration with their clients.

In June 1997, a collaborative relationship was forged between the UAP and JAMAL, the Jamaican Movement for the Advancement of Literacy. The first Literacy and Remedial Education workshop under the project was implemented jointly, with JAMAL providing the presenters/facilitators, the training rooms, equipment and some literature, while UAP financed the course materials, hospitality and administrative support. This workshop was directed at NGO trainers of trainers and focused on utilizing the JAMAL literacy and remedial education materials (a set of material comprising some 45 teachers’ and students’ manuals) developed specifically for the Jamaican situation. Two follow up workshops have since been implemented, strengthening the collaboration between JAMAL and the UAP. A strong network between individual NGOs and the Field Operations Division of JAMAL has been established as a result.

The second product of the JAMAL/UAP collaboration was the Materials Development workshop in Literacy and Remedial Education in May 1998. This workshop was more hands-on than any other up to that time, since participants were required to bring tools and materials, and were guided to develop games and other interesting teaching materials over the two days. Each participant returned home with a portfolio of materials that he or she had personally made during the workshop.

The third workshop in this area was conducted over two days in December 1998. It focused on improving skills to teach numeracy at Grades I to IV. Participants were introduced to the latest editions of the teachers’ and students’ manuals in numeracy for Grades I to IV, and were afforded very valuable teaching practice in a variety of contrived situations. Guided by the expert presenter from JAMAL, participants were able to evaluate and learn from each other’s accomplishments and mistakes in the various situations.

Through several one-day workshops or roundtables implemented in 1997 the UAP was able to elicit planning data from the NGOs, heighten interest, and generally pass on essential information for improving NGO capability. These included the workshops on Operations Research (September), and NGO Management of UAP Sub-Grants (October), and the roundtables on Identifying and Planning for Skills Training Needs (July), and on Planning for Adolescent Reproductive Health Needs

(December).

UAP also sponsored seventeen NGO staff to attend computer proficiency classes held at four sites in the country. Thirteen attended sessions in Kingston, and four (two each) at sites in Ocho Rios and Montego Bay. These courses helped to ensure that a minimum capability would exist at each NGO to use the computer programs to be made available through the project. The courses were spread out over a period of three months to facilitate work and study without disruption to the normal NGO program. All participants successfully completed the courses, and received certificates of proficiency.

Over the two years of implementing the Training Program, modifications have been made to the strategy to respond to emerging needs. For instance, in 1997, the training focused on “training of trainers” workshops. Having established that many of the trained NGO staff did not have the time, or capability to return to their NGOs to train other staff adequately, it was decided to focus, in 1998, on directly training the NGO instructor staff, one level lower than the staff trained in 1997. UAP continues to encourage “in-house” training which has a special value in monitoring and maintaining teaching standards.

The Training Program has also been responsive to immediate needs of the Sub-Grantees. The first six months of implementation of the Sub-Grants indicated that some NGOs had over-estimated their capacity to recruit at-risk adolescents to their programs. A few were clearly foundering in their attempts to reach their targeted recruitment levels. In response, a Recruitment Strategies workshop was found to be necessary to assist Sub-Grantees to focus their energies better in ensuring that their numbers of targeted adolescents were registered and retained in the programs. The workshop was facilitated by two NGO leaders who planned and implemented the program in association with the UAP. The evaluation showed the program to be extremely well received. This particular workshop also served to bond NGO staff in recognizing each other’s strengths and weaknesses and to promote networking with their peers.

All four technical areas of the UAP have been addressed by the training program over the two years. In addition to the literacy/remedial education workshops discussed above, technical training workshops were implemented, in 1998, in Adolescent Reproductive Health, Personal and Family Development and in Skills Training. In keeping with the amended strategy for 1998, the participants at these workshops were mainly the NGO instructors who interact directly with the clientele.

The Reproductive Health Workshop, held in March over four days, helped to break down certain psychological barriers which participants brought with them to delivering reproductive health training and counseling to adolescents. Most participants expressed how much of a change has been wrought in them by having the opportunity to meet an HIV-infected person “in the flesh”. Previously held perceptions of how to treat such persons, how they expected them to look, and how they became infected, were debunked in this single session. Other sessions in the workshop addressed sensitive areas such as sexuality, sexual orientation, and appropriate contraceptive methods for young adolescents. Equally well received areas of the program included communication, teaching techniques, and dealing with stress and burn-out among service providers.

Interaction and contacts made with special presenters and agencies who helped to develop material and deliver aspects of the workshop have been most valuable. Included in these agencies have been the National Family Planning Board, the Fertility Management Unit of the UWI, and the Guidance Counseling Unit of the Ministry of Education.

A Personal and Family Development workshop was implemented over two days in April 1998. Issues covered included case management and counseling, mentoring, conflict resolution, substance abuse and addictions. Examples of training material shared with participants were comprehensive. Three NGO leaders assisted a consultant from the UWI Faculty of Education to present this workshop, which was highly praised by participants.

Continuing under the theme of personal and family development, a Parent Training workshop was implemented in September

1998. This workshop was the outgrowth of the Second UAP Observation Tour, held in May 1998, at which 5 NGO leaders and a representative from the Youth Division participated. UAP had agreed with the participants at their de-briefing, that they should share the fruits of their tour with the wider Sub-Grantee population. The training workshop was planned and implemented by the five NGO leaders and the Youth Division representative, in association with the UAP. It was implemented over two days, and focused on the Parent Training workshop which they had attended at Boys' Town in New York City.

In the technical area of Technical and Vocational Training, one training workshop on Skills Training was held in November 1998. This was in follow up to a one-day roundtable held in August 1997. The two day workshop, as the roundtable did, benefitted from the developing relationship between the UAP and HEART. One of the sessions was held at the HEART/NTA Training Centre at Rockfort, where participants had the opportunity to learn, at first hand, of the training methods used at the facility, and use of a wide variety of skills training equipment. The second day of the program moved to the HEART/NTA LEAP Training Centre at Duke Street, where the participants were again exposed to a different skills training environment. The importance of guidance and counseling in educating at-risk youth was stressed.

Other workshops implemented during the two year period included sessions on implementing Tracer Studies, use of the Performance Tracking System developed by the UAP, and a joint review by NGOs and the UAP on the Rapid Appraisal of the UAP Effectiveness Criteria. These workshops all served to enhance networking, comprehension of the milieu within which the UAP sub-grants are implemented, and strengthen the capability of the sub-grantees in key areas.

Two one day sessions each were held in June and September 1998 to respectively discuss the general area of conducting Tracer Studies on NGO participants, and on training interviewers to conduct the Tracer Study planned for October 1998. The successful completion of the Tracer Study, for which 204 interviews were completed, exceeding the contractual target of 150, evidences the effectiveness of the workshops.

With the completion of the design for the management information system to track the performance of adolescents participating in Sub-Grant financed programs, a one day workshop was held in June 1998 to introduce the system to key personnel in the NGOs. The workshop was hands-on, as it allowed the participants to manipulate the system on computers during the afternoon session. This introductory session has been followed up by an intensive round of visits to each NGO to trouble-shoot, and to improve the skills of NGO personnel in using the system.

In May and June 1998, a UAP consultant completed a rapid appraisal of the implementation of the UAP Effectiveness Criteria by the Sub-Grantees since June 1997 when the first grants became effective. With the presentation of the report, the UAP took the opportunity to share it and to discuss its findings and recommendations with the Sub-Grantees. A one-day workshop was held in September 1998 for this purpose. Consequent to the workshop, UAP revised the Effectiveness Criteria, and with USAID's approval circulated these to all NGOs.

B. Rationale for Revision of the Training Plan

While the General Life of Project Training Plan presented in October 1996 remains largely in effect, with no material change proposed, it is felt that the modified methodological mix and emphasis, and the need for elaborating on activities to be implemented over the last two years of the project, required the preparation of a revised document.

i. Common Training Needs

The report "*Assessment of UAP-sponsored Training for Non-Governmental Organizations; Assessment of UAP Assistance to the Youth Division*" identified a number of areas of common need, among the fifteen organizations benefitting from Sub-Grants under the UAP. Key among these were:

- ◆ Fund-raising and sustainability

- ◆ Management techniques: Personnel management and human resource development, reporting techniques, building staff confidence
- ◆ Computer applications, and use of the management information system
- ◆ Breaking the drug cycle
- ◆ Innovative teaching methods
- ◆ Dealing with promiscuity in youth
- ◆ Case management for abused and neglected youth; coping strategies, guidance and counseling,
- ◆ Personal development issues: mentoring, self-esteem, conflict resolution, parenting
- ◆ Learning to identify learning disabilities
- ◆ Reproductive Health
- ◆ Remedial Education: assessment of student progress, development of visual aids
- ◆ Networking with other NGOs
- ◆ Teaching vocational skills to youth

Feedback from the participants at the workshops held in 1997 and 1998 has been wide and varied. Some of the significant factors which resounded through several evaluations included:

- Networking, to pool ideas and skills, and jointly develop materials; a forum for genuine sharing of ideas that work
- Follow up Reproductive Health Training in specific areas
- More personal development training for teachers and care-givers: dealing with the student with “special problems”, psychology and behavior of adolescents, improving counseling skills, parenting training, follow-up mentoring training, Child Protection Laws and resources;
- Innovative teaching methods: need more ways to communicate specific topics to youth, need more drama training especially in the communities, more alternative delivery methodologies, improving the participation of boys;
- Follow up assistance and training at the NGOs, more project site visits by UAP as a means of evaluation, and to ensure programs are on the right track;

It would be noted from the above that the areas for training defined in the Assessment Report are consistent with those defined by participants in their evaluations over the last year. Most of these issues were also contemplated in the Original Training Plan, and many have been covered already, with some follow up activity planned. The Revised Training Plan, over the final two years of the project, will ensure that all issues are addressed.

THE REVISED TRAINING PLAN

Summary

The Revised Training Plan will cover the final two years of the UAP: 1999 and 2000. Training activities will be spread out over the period, but are expected to be wound up by the last quarter of 2000. The revised plan is intensive and will stretch the coordination skills of the UAP for its successful implementation, since the revised methodological mix will see a greater reliance on training activities which are not implemented directly by the UAP.

Current estimates are for 364 person weeks of training to be delivered in the next two years, bringing the estimated total expected accomplishment to 694 person weeks over four years. This will represent an accomplishment of 97% of the contracted 715 person weeks of training output. It should, however, be noted that a shortfall in the accomplishment of the contract training output has been anticipated for some time now. As of September 1997, when participation in the training programs was limited to Sub-Grantees only, it was recognized that the demands by the UAP training program would be onerous on the small cadres of Sub-Grantees' staff.

The accomplishment of a further 364 person weeks of training in the next two years also depends significantly on the availability of adequate financial resources for the training program. A greater reliance, in the methodological mix, on packaged training programs run by external training agencies, will cost significantly more than the program implemented in the first two years, even while they may achieve fewer person weeks of training per event. The cost per training week delivered will also accordingly increase. However, at this stage of the development of the sub-grantees, and technically for the UAP, the selected mix of methodologies is the most appropriate, and will be pursued to the fullest extent permissible within the available financial and technical resources.

Methodologies

The training methodologies to be utilized over the remaining two years of the UAP will essentially be:

- short workshops of one to two days;
- more in-depth and structured courses delivered on a full time basis over a specific number of days;
- part-time courses scheduled for specific times, days and evenings;
- pre-packaged courses organized and run by established training organizations in Jamaica;
- attachments to certain training agencies and specialized NGOs;
- observation tours to other NGOs; and
- on-site training by technical consultants.

Less emphasis will be placed, in the next two years, on the formal workshop methodology. Only six formal workshops are currently planned, each expected to be two days long. These will cover three of the four technical areas of the project, and will benefit all Sub-Grantees. In addition, four one day material sharing and networking fora will be coordinated. These will provide the opportunities for Sub-grantees to meet and network more effectively, a need which has been stressed often in the last two years. Through the use of attachments and observation tours to each other's sites, UAP also plans to promote more closeness between the Sub-Grantees.

Greater emphasis will be placed on longer term training by dedicated agencies, at sites closer to the NGO locations. Training in basic and advanced use of computer software, and in improving teaching skills will be pursued through this methodology. Some sub-grantee staff will also benefit from attachments of at least one week each to specialized training agencies such as JAMAL, HEART/NTA and LEAP. These opportunities will also promote NGOs' association with these Jamaican agencies, while building the skills and capabilities in the sub-grantees' organizations.

Greatest impact in training is likely, however, through the on-site training mechanism, which will be strengthened. This mechanism has been used informally and intermittently by the UAP in the last year especially. Events which used the mechanism, but which have not been counted towards the training output, included:

- i. Separate proposal preparation discussions with three Batch III proposing institutions which had not attended the Proposal Preparation workshop in October 1997;
- ii. NGO Management of UAP Sub-Grants - separate on-site training for the two Batch III sub-grantees;
- iii. On-site technical assistance and guidance provided by the MIS Administrator since June 1998 to staff of all Sub-Grantees use of the Participant Tracking System.

The use of the mechanism will be formalized, and technical consultants will be hired to provide on-site training at NGO offices for one to two day periods, on several occasions, over the next two years in areas such as accounting, data collection and database management, and monitoring and evaluation. Because it is likely that more sub-grantee staff will be on location to benefit from this type of training, significant training output is expected to accrue from this mechanism.

Selection of Participants

All Sub-Grantees will be invited to participate in each training event, but in the instances where the number of participants will be constrained by cost and space considerations, the following steps will be taken to select the most appropriate participants:

- assessment of NGO's priority needs;
- availability of suitable participants identified ;
- determination, in potential trainees, of need, potential, willingness to learn, ability to participate meaningfully at the level of subjects offered and commitment to implement newly acquired skills and share in upgrading the work of the NGO.

Equal emphasis will be given in training programs to the training of trainers, as to training the NGO instructors. UAP would like to benefit from the multiplier effect of training trainers, but where these benefits may not be forthcoming, it is intended that the front-line instructors should not suffer.

Training Activities : 1999 - 2000

The training activities for the 1999-2000 period may be summarized, and are presented in the Schedule in Appendix I , by methodology:

- ◆ Workshops
- ◆ Structured Training Courses at Specialized Training Agencies
- ◆ Local Observational Training Attachments
- ◆ Material Sharing and Networking Fora, and
- ◆ On-site Training

Some details of the training activities to be pursued in the next two years, according to the above structure, follow below. Additional details are provided in the Training Schedule in Appendix I.

Workshops

Six formal workshops, each over two days are planned for the 1999-2000 period. It is proposed that these workshops will cover

- Communications Techniques,
- Fund-Raising and Sustainability,

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- Guidance Counseling for At-Risk Adolescents,
- Reproductive Health,
- Motivating Youth through Drama, and
- Literacy and Remedial Education.

Participants at these workshops will range from the executives and Board members of the NGOs, to project officers and instructors who interface directly with the at-risk adolescents.

The implementation of these workshops will continue to include role playing, practice teaching, and critiquing of each other's performances. An innovation to be used as appropriate will be Youth and Parent fora within the workshops, at which some of the participating youth, and parents, will be given the opportunity to be heard at UAP-sponsored training. This innovation responds to requests from NGO instructors to hear more directly from a cross section of their clients.

A variety of institutions and consultants will be utilized in implementing these workshops. As usual, UAP intends to continue to build on its relationships with JAMAL and HEART/NTA in the implementation of the literacy and guidance counseling workshops. A new relationship being fostered between the Sub-Grantees and the Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA) will be supported by the implementation of the Fund-Raising and Sustainability workshop. FAVA/CA will provide the technical resources for this workshop, while UAP will provide the facilitative and hospitality services. FAVA/CA also expects to extend their assistance beyond the workshop by having their technical resources provide direct technical assistance in this area to selected NGOs.

In addition to independent consultants contracted as appropriate, some of the UAP sub-grantees, and well as other key organizations in Jamaica will also be expected to contribute to the implementation of the training workshops. The Disputes Resolution Foundation (DRF), FamPlan Jamaica, the Women's Centre of Jamaica Foundation (WCJF), and Youth Opportunities Unlimited (YOU) will be asked to participate at these workshops, as instructors, in the areas of their professional competence.

Structured Training Courses at Specialized Training Agencies

As a follow-up to the sponsored training at four different training agencies, in 1997 and 1998, when 17 Sub-Grantee staff were trained in basic use of computer software, UAP proposes to extend this type of training in the next two years. Bursaries will be provided to NGO staff for computer proficiency education and for improving specific skills: technical, pedagogical and administrative.

The Computer Proficiency training will be at three levels. At Level I, "in-house" introductory training will be structured for those NGO staff who have little or no computer literacy skills. Staff who have the skills, or who have already passed the basic level, will be assisted to deliver a short course on introduction to use of computers by either a UAP staff member, or a contracted UAP independent consultant. The reasoning behind this is to create in each NGO the recognition that the staff can be inter-dependent on each other to develop their computer literacy skills.

At Level II, NGO staff will be sponsored to attend computer proficiency classes at specialized agencies. This will be at a similar level as provided in 1997. Basic computer skills will be provided in general areas such as word-processing, spreadsheets, operating systems, and presentation graphics. More advanced and specialized training in particular areas will be provided at Level III. For instance, Accounting staff requiring more advanced training in the use of specific software for accounting, or management staff requiring specialized training in use of database software such as Microsoft Access will be sponsored under this aspect of the training program.

Except for the "in-house" training proposed at Level I, the training program in computer proficiency will be delivered through

pre-packaged courses by specialized agencies, which the NGO staff will attend. UAP will provide limited bursaries to those staff. Hopefully, this training can be scheduled at times which will not significantly disrupt the normal work schedules of the Sub-Grantees, as staff are let off to attend training.

Training to improve administrative, pedagogical and technical skills will also be addressed through this mechanism. Bursaries will be provided to NGO staff at four levels of training:

To improve teaching skills of those instructors;

To improve the formal professional qualifications of some instructors;

To strengthen skills capabilities of instructors through apprenticeship attachments; and

To improve the overall focus of the programs and to widen the horizons of instructors, through observational tours to similar program.

Formal training will be sponsored at training agencies such as the Department of Social Work, and School of Continuing Studies of the UWI, Institute of Management and Productivity, and the Edna Manley School for the Visual and Performing Arts. Apprenticeships and observation tours may be conducted by HEART/NTA institutions such as GARMEX and LEAP, and at National Sports Associations, where coaches may be trained.

Local Observational Training Attachments

Less formal training, but expected to be just as valuable, will be implemented through attachments to training agencies and observation visits to selected NGOs. UAP will take advantage of the relationships established with HEART/NTA and JAMAL to provide attachments of one to two weeks for selected NGO staff. Through these attachments, the NGO instructors will have the opportunity to participate and assist in the implementation of training programs put on by HEART and JAMAL. Their skills in planning, executing and evaluating training programs in the areas of skills training, literacy and numeracy are expected to be improved through these attachments.

Pre-scheduled visits will be arranged to certain UAP Sub-Grantees, whose specialized skills could be imparted to the wider sub-grantee community. Youth Opportunities Unlimited, for instance has highly developed skills and mechanisms for mentoring and peer counseling programs. YOU has provided consultative services to other NGOs and to local businesses in these areas. The Executive Director of YOU has also presented on the subject of mentoring to the UAP workshop on Personal and Family Development, and follow up work in this area was requested by participants. Visits/attachments by small groups of interested staff of other Sub-Grantees to YOU can be expected to be of greater value to these staff as they experience at first hand the procedures necessary for successful implementation of mentoring programs.

Similar attachments will be arranged for the Women's Center of Jamaica Foundation, which has established itself over the last twenty years as the premier agency in Jamaica serving pregnant adolescents. WCJF's success in delaying second pregnancies, and in stimulating and achieving professional accomplishment by its clientele point to use of procedures which could be emulated by other NGOs.

The Learn and Earn Program (LEAP) of HEART/NTA is another program to which attachments will be arranged. Guidance counseling for delinquent adolescents is a special skill which LEAP has developed, and their procedures were also of immense interest to the participants at a recent UAP workshop. It is likely that skills training instructors, especially for male adolescents, would find a LEAP attachment very valuable.

Conflict resolution continues to be a major program area for the UAP. While training through workshops will be continued, UAP intends to supplement this through experiential training. The Disputes Resolution Foundation has established a reputation as the country's principal mediation specialists. Attachments by some NGO staff to this organization could

strengthen and institutionalize skills in this area, in the NGO community, and also foster new networking relationships.

Material Sharing and Networking Fora

Four one-day round-table networking sessions will be arranged to provide the opportunity for NGOs, on a regional basis to share experiences, and materials developed and used. Each forum will address a separate technical area of the UAP. It is expected that innovative methods and material developed or used will emerge from these discussions.

In the last year, NGO staff who have participated in UAP training programs have been clamoring for greater opportunities for cross-NGO sharing to be provided. These fora are expected to satisfy the demand for these opportunities.

On-site Training

The Training Program Assessment done in October 1998 identified that NGO staff may benefit also from training implemented on-site, through technical consultants with whom the trainees would develop a relationship. The example was cited of how one NGO's accounting capabilities have been developed and honed through annual technical support visits from their international affiliate organization. UAP will implement this type of training in three areas over the next two years:

- accounting
- data collection and database management, and
- monitoring and evaluation.

Consultants will be hired to provide intermittent training support to selected NGO staff. This training will be delivered at the NGO locations, either to individual staff (as in accounting) or to groups of staff (as in monitoring and evaluation). Visits may be made three or four times annually, and may last two to three days each time. The additional benefit of these consultants developing a lasting relationship with the organizations which they assist may also accrue from this training event.

The content and extent of the training delivered through this mechanism will be tailored to specific needs in each NGO, which will also dictate the frequency and length of visits by the consultants.

APPENDIX I

**UAP Schedules of Training Events
for
Years 1 & 2
1996-97 & 1998**

UPLIFTING ADOLESCENTS PROJECT
TRAINING PLAN: JAN - DEC 1997
SCHEDULE OF TRAINING EVENTS

Item	Description	Implementing Agency	Training Period	Jan-97	Feb-97	Mar-97	Apr-97	May-97	Jun-97	Jul-97	Aug-97	Sep-97	Oct-97	Nov-97	Dec-97	Person Weeks
1	Administrative Management for NGOs - 6 modules	JIM	1 0 days	14-15	11, 18,19	4,5,18	1									40.0
2	Motivating Youths through the Performing Arts	Independent Contractors	5 days				7-11									53.0
3	Proposal Development Workshop II	UAP	1 day				30									3.4
4	Training of Trainers in Literacy and Remedial Education	JAMAL & UAP	2 days						11-12							17.5
5	Identifying & Planning Skills Training for Trainers	HEART & UAP	1 day							20						3.0
6	Operations Research	UAP	1 day								9					2.2
7	Computer Proficiency Education	Independent Instructors									27	4,6-11	1,3-8	1-3		
												13-18	10-15			
												20-25	17-22			
												27-31	24-29			27.5
8	Administrative Management Part II (3 modules)															
	Personnel Management	JIM	3 days										14-16			
	Accounting Techniques	JIM	3 days											4-6		
	Case Management	JIM	4 days											18-20, 25		41.6
9	NGO Management of UAP Sub-Grants	UAP	1 day										10			4.8
10	Proposal Development Workshop III	UAP	1 day										15			1.4
11	Reproductive Health Round-table	UAP	1 day												9	1.2
TOTAL																195.6

Summary by Semester, 1997:

January to June

113.9 person weeks of training delivered

July to December

81.7 person weeks of training delivered

TRAINING PLAN: January to December 1998

[illegible]

UPLIFTING ADOLESCENTS PROJECT
TRAINING PLAN: JAN - DEC 1999/2000
SCHEDULE OF TRAINING EVENTS

[illegible]

APPENDIX II

**UAP Training Framework
and
Schedule of Training Events
for
Years 3 & 4**

2. Fund Raising & Sustainability <ul style="list-style-type: none"> • Planning Strategies for Fund-Raising • Identifying specific Needs • Assessing Costs: Cash, kind & timing for sustainability • Identifying relevant Donors • The Politics & Policies of Donor Agencies: size of donations, and essentials to qualify • Presentation of Profiles of 4 Donor Agencies* • Basic Principles of Project Proposals and Accountability • Follow-up negotiations: clearance ministries/agencies • Progress Reports, Financial Schedules & Future Funding • Success Stories from NGOs: Testimonies of past recipients 	Board Members, Managers, “Friends of the NGO Community”	40 participants 2 days 16 person weeks	Independent Consultants, possibly FAVA/CA volunteers	April 1999	Round Table Workshop Exercises Printed Donor Profiles Displays Statistical analysis by 2 major recipients Brochures Videos * <u>Possible Agencies</u> - USAID - British High Commission - Netherlands Embassy - Social Investment Fund
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3. Basic Elements of Guidance Counseling for At-Risk Adolescents <ul style="list-style-type: none"> • Introduction to philosophy for good counseling • Class Control • Conflict Resolution/Meditation • Bonding Students/Trainers • Winning and maintaining confidence of Students • Winning and maintaining confidence of Parents/Guardians • Career Guidance • Uniting the team to work at goals • Joint Projects to facilitate harmony and goal orientation: <ul style="list-style-type: none"> - games - role models etc. - mentoring programs • Developing Group Hobbies and entrepreneurial projects • Child Protection/Child Law & Resources 	Instructors of NGO Classes	40 participants 2 days 16 person weeks	Independent Consultants, and possibly the Disputes Resolution Foundation, YOU, and HEART/LEAP	July 1999	<ul style="list-style-type: none"> • Role Play Format • Workshop Exercise • Video Presentation and critiques • Identifying local Role Models • Learn & Earn Projects • Performing Arts clubs & groups • Group Visits and Observation Tours to motivate pride and self esteem
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<p>4. Reproductive Health</p> <ul style="list-style-type: none"> • Preparation and use of reinforcement materials • Identifying classroom materials for 10-14 year old adolescents • Making audio-visual illustrative material for classroom use • Effective utilization of materials made • Involvement of students in preparation for classes and in making materials and storage • Peer Counseling • Update on STD Diseases and effective control procedures • Update on Contraceptives and appropriate use by adolescents • Parental involvement • Hallmarks of good health and maintaining same (preventive measures) 	<p>Classroom Instructors, Parents and Guardians of NGO participants, current and past NGO participants</p>	<p>45 participants (1 NGO staff, 1 parent, and 1 adolescent from each NGO)</p> <p>2 days</p> <p>18 person weeks</p>	<p>Independent Consultant, supplemented by technical staff from FamPlan Jamaica, and the Women's Center of Jamaica Foundation</p>	<p>November 1999</p>	<p>Junior forum of 10 to 14 y-o Participants in NGOs on Day 1, and</p> <p>Parents' Forum on Day 2</p> <p>* Use Special Guest Speaker to open Workshop and set the tone.</p> <p>* Provide latest statistics from Ambassador Marjorie Taylor</p> <p>Also:</p> <ul style="list-style-type: none"> • Slides • Videos • Workshop Exercises • Develop Peer Counseling Training through Role Play • Networking with Health Clinics etc. • Try to develop Mentoring programs using young medical professionals (Nurses and doctors) as Mentors.
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<p>5. Motivating Youth: Drama Script-writing Part II</p> <ul style="list-style-type: none"> • Use of theatrics in teaching at-Risk youth • Innovative concepts for themes and plots for script-writing • Developing 8 storylines related to each of the 4 major UAP subject areas: <ul style="list-style-type: none"> i) Personal & Family Development ii) Reproductive Health iii) Literacy & Remedial Ed. iv) Vocational Skills • Creating characters to educate and entertain • Creating dialogue using indigenous materials, folklore, songs, dances, and historical events • Writing the script • Writing production instructions • Basic principles in acting, Casting players • Stage effects, props and back-drops • Productions of scripts • Playback and evaluation of performances 	NGO Instructors	<p>Estimated 40 participants</p> <p>2 days duration</p> <p>16 person weeks training to be delivered</p>	Independent Consultant	November 1999 or February 2000	<p>Workshop Exercises</p> <p>Group writing</p> <p>Group Presentations videotaped</p> <p>Playback Critique</p> <p>Group Rewriting and rehearsals</p> <p>Final Script presentation</p> <p>Editing Final Script based on video critique</p>
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<p>6. Literacy & Remedial Education, Part IV</p> <ul style="list-style-type: none"> • Application of Literacy/ Numeracy to daily lifestyles <ul style="list-style-type: none"> - shopping to a budget - eating to a budget - calculating costs: retail vs wholesale - co-operative /Credit Union interest rates and savings - profit and loss • Relating Literacy/Numeracy to accident reports/distances <ul style="list-style-type: none"> - eyewitness accounts of events - bicycle, pedestrian, motor cycle, car, truck accidents - accident lengths, width, height, depth - understanding time span, minutes, seconds, hours - estimating number of persons, size of crowd - interpreting signs and symbols - measuring sound/noise distance - identifying directions - giving report to police - accounting for time used - being cross examined on a witness stand • Literacy/Numeracy as Life Savior 	NGO Literacy Instructors	<p>45 participants</p> <p>2 days duration</p> <p>18 person weeks of training to be delivered</p>	UAP/JAMAL Staff	April 2000	<p>Workshop Exercises</p> <p>Role Play</p> <p>Tables and measurements exercises</p> <p>Reinforce the metric system</p> <p>Time keeping Exercises</p> <p>Exercises in sequence of events</p> <p>Calender Exercises</p> <p>Maintaining statistical records</p> <p>Vital statistics</p> <p>Measurements of all kinds</p> <p> * Output from workshop will provide valuable classroom material to excite youth to understand power of Literacy/Numeracy and self worth.</p>
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<p>7. Computer Proficiency Education</p> <p><u>Level 1</u> “In house” course on <u>introduction</u> to computers for all eligible staff for general computer literacy (Est. 25 recipients)</p> <p><u>Level 2</u> Bursaries to special staffing using the skill for NGO’s work. (Est. 10 recipients)</p> <p><u>Level 3</u> Bursaries to selected specialists to upgrade their skills for particular areas of work e.g. accounting staff requiring schedules etc. (Est. 5 recipients)</p>	<p>General NGO Staff</p> <p>Computer-literate staff: Instructors, Managers, Counselors</p> <p>MIS supervisors, staff</p>	<p>40 participants at the different levels;</p> <p>Duration will depend on the course selected, but should be an average of 10 training days per course.</p> <p>Based on 10 training days per participant, it is estimated that 80 person-weeks of training will be delivered.</p>	<p>Independent Training Agencies, UAP staff (as available) and previously trained “in-house” NGO staff</p>	<p>February 1999 to March 2000</p> <p>Courses at external training agencies may be scheduled during holiday periods and weekends, at the convenience of the NGOs.</p>	<p>All tailor made programs to meet needs of each NGO as discussed with the Management staff.</p> <p>Introduce wider use of computer facilities available to staff and clients:</p> <ul style="list-style-type: none"> • Internet • Information Transfer to strengthen NGOs • Links with Public Library system
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<p>8. Bursaries to Individual NGO Staff Members, to strengthen the Administrative and Program capacity of NGOs</p> <p><u>Level I</u> Those Instructors who are teaching the subject and have aptitudes pedagogical skills and appropriate attitudes to develop their potentials to become <u>better</u> teachers . (Est. 10 recipients)</p> <p><u>Level 2</u> Teachers with basic qualifications in the subject but who need upgrading and more advanced techniques. (Est. 5 recipients)</p> <p><u>Level 3</u> Apprenticeship periods for Instructors to receive “hands on” experience in perfecting their skills and /areas in which they have a particular weakness (Est. 10 recipients)</p> <p><u>Level 4</u> Group visits and Observational Tours to observe programs of special relevance to operations in NGOs for At-Risk Youth. (Est. 30 recipients)</p>	<p>NGO Instructor staff</p> <p>NGO Instructor staff</p> <p>NGO Instructor staff</p> <p>NGO Instructor and management staff</p>	<p>Total of 55 participants at four levels</p> <p>Course duration will vary from 2 days (Obs. Tours) to 10 days.</p> <p>Person weeks to be delivered estimated at 72.</p>	<p><u>Levels I & II</u> Special Agencies such as:</p> <ol style="list-style-type: none"> 1. Department of Social Work, UWI, 2. IMP 3. Edna Manley School of Visual Arts 4. UWI School of Continuing Studies <p><u>Level III</u> Public & Private sector agencies by negotiation</p> <p><u>Level IV</u> LEAP GARMEX National Sports Agencies NGOs</p>	<p>April 1999 to June 2000</p>	<p>Bursaries may cover costs for Tuition , Travel & Meals.</p> <p>a) Part-time studies with or without day release b) Full-time concentrated period with pay for NGO</p> <p>Subjects may include:-</p> <ul style="list-style-type: none"> - Records Management - Office Procedure - Guidance Counseling - Financial Management - Accounting Practice - Computer Education - Management Information System - Visual Arts & Craft- Edna Manley School - Performing Arts - Garment Construction - HEART/NTA - Conflict resolution - Disputes Resolution Foundation - Training for Coaches for games, such as football, netball, table tennis, athletics.
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<p>9. Local Observational Training</p> <p><u>Level 1</u> Skills: Vocational Training - 2 weeks observation at appropriate HEART/ NTA Center or other Agency</p> <p>Literacy: Literacy/Numeracy & Remedial Education follow-up with JAMAL's Technical Services Division as assistants at 6 teaching workshops under the supervision of this section.</p> <p><u>Level 2</u> Pre-scheduled site visits to key institutions with similar goals to UAP/NGOs e.g</p> <p>YOU - Peer Counseling</p> <p>LEAP - Mentoring - Art & Craft Section - Guidance</p> <p>WCJF Counseling - Reproductive Health</p> <p>DRF - Parenting - Conflict Resolution or Meditation</p>	<p>NGO Classroom instructors and Counselors</p>	<p>Total of 40 participants</p> <p>Duration of estimated 5 days per observation</p> <p>Estimated person weeks: 40</p>	<p>Specialized Agencies:</p> <p>HEART/NTA</p> <p>JAMAL</p> <p>YOU LEAP WCJF DRF</p>	<p>to be negotiated:</p> <p>June 1999 to October 2000</p>	<p>Training costs to be negotiated with the agencies where the observations will take place. May include:</p> <ul style="list-style-type: none"> • travel • meals • training material • teaching aids
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<p>10. Educational Materials Sharing Forum at Regional Locations</p> <p>Four (4) one day round table discussions and work groups based on identification and selection of valuable experiences and materials to accelerate learning among at-risk youth</p> <p>i. Reproductive Health ii. Personal & Family Dev. iii. Literacy & Remedial Ed. iv. Skills</p>	<p>Class Instructors</p> <p>Project Coordinators</p>	<p>Total of 80 participants (20 per workshop)</p> <p>Each forum will last one day</p> <p>Estimated total person weeks to be delivered will be 16.</p>	<p>Independent Consultants, UAP NGOs, & Special Agencies as appropriate</p>	<p>Selected dates between September 1999 to October 2000</p>	<p>Include</p> <ul style="list-style-type: none"> • Curriculum for 10- - 14 youths • Innovative material that have succeeded in at least one NGO. • Teaching Plans and Work Tasks • Scripts for reinforcing learning • Back drops and stage designs • Visual aids: Videos, illustrations, photographs, flyers done on computers etc., brochures.
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<p>11. Onsite Training</p> <ul style="list-style-type: none"> • NGO Accounting <ul style="list-style-type: none"> - Financial Statements - Tracking problems - Financial Reports • Data Collection and Database Management for NGO staff <ul style="list-style-type: none"> - Record Keeping • Monitoring & Evaluation Plan based on individual NGO needs <ul style="list-style-type: none"> - Investigate each need and identify suitable staff to train and strengthen NGO Administration. 	<p>Accounting Staff and Project Co-ordinators (5)</p> <p>Administration Staff, Project Co-ordinators and other Supervisors (15)</p> <p>Management & Administrative Staff, Project Co-ordinators and other Supervisors (30)</p>	<p>Estimated 50 participants</p> <p>Duration will be between 4 and 8 days per training event, delivered in 2 or 3 day sessions, two to three times per year.</p> <p>Estimated total person weeks to be delivered is approximately 54.</p>	<p>Independent Instructors contracted locally</p> <p>UAP staff and Independent Contractors</p> <p>UAP staff and Independent Contractors</p>	<p>All training will be at intermittent dates convenient to the NGOs, scheduled between June 1999 and October 2000</p>	<p>Individual sessions of two/three days for the NGO with follow-up every three months</p> <p>One day sessions with organized follow-up monitoring checks scheduled to include at least two NGOs per out of town visit.</p> <p>Visits for Training tailored to solved specific problems at <i>ad hoc</i> times.</p>
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The **Uplifting Adolescents Project (UAP)**
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